Student Handbook

Sloan Program in Health Administration

Class of 2017
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**Program Overview**

The vision of the Sloan Program in Health Administration is to improve the operation of health care systems and the health of the community through education and research. The program mission is to provide highly-motivated recent college graduates with a health care business management curriculum that allows them to develop the skills, knowledge, and leadership attributes to obtain early-career positions in a variety of health care organizations and eventually to help lead those organizations to improve health care delivery and population health. Key values include critical thinking, integrity, sense of community, leadership and teamwork, services excellence, experiential learning, and evidence-based research.

The Sloan Program seeks to achieve these goals through coursework, a required ten-week summer internship between the first and second academic years, and formal and informal interaction with faculty and practitioners. Specifically, students are prepared for initial and mid-level entry as well as for career advancement in administrative positions in health care delivery organizations, management consulting firms, insurance and payment organizations, health care associations and coalitions, pharmaceutical firms and policy positions. Since the program’s inception in 1955, as the first 2-year academic graduate program in the U.S., graduates continue to achieve major leadership positions in the health care field.

The Sloan Program is accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). During the two years of required full-time study, students must successfully complete sixty (60) credit hours of approved coursework. The Sloan curriculum is based on achieving competencies in the areas of health policy and population health, management, and integrative thinking described in the included Sloan Competency Model. This curriculum combines specific required courses and approved electives offered within and outside the College of Human Ecology. In addition, students must complete a summer internship, and participate in the Sloan Colloquium (PAM 5990 “Challenges and Trends in the Health Services Industry”), professional development workshops, and the annual Intersession Field Trip.

The Sloan Alumni Association plays an active role in helping to maintain the excellence of the program, and assisting students and graduates with internship placement and career planning. Sloan alumni serve as Executives-in-Residence and assist in career development activities. In addition, Sloan alumni offer their professional guidance through the optional Sloan Mentor Program where first and second-year students, who wish to do so, can select a mentor from a group of Board Members or other participating alumni who are practitioners in the field. Graduates of the MHA program automatically become members of the Sloan Alumni Association (SAA) at the time of graduation.
General Academic Expectations

The Sloan MHA Program is a full-time professional resident graduate program. Students are expected to be available for courses and school-related activities on campus Monday through Friday throughout each semester. While the vast majority of Sloan academic activities will occur during normal work days, there may also be other activities that occur during “off-hours” such as mentoring or recruiting activities, field trips, informal alumni meetings and other occasional activities.

As a professional graduate program it is expected that students will:
- Attend classes on a regular basis
- Arrive in a timely manner
- Be prepared for class
- Attend all required program activities
- Sign up for optional events (and show up if signed up)
- Not use cell phones in class for any purpose unless requested to do so by the instructor.
- Use laptop computers in class and workshops solely for taking class notes or completing in-class assignments (not for email or Internet browsing). At the discretion of the instructor, students may be asked not to use laptops in class
- Hold one another accountable
- Respect and utilize office hours

It is the student’s responsibility to contact an instructor, in advance, to request an excuse for an anticipated class absence or for a late arrival/early departure. This includes absences or late arrivals/early departures associated with any Sloan Program special event that may conflict with scheduled class times.

Degree Requirements and Academic Progress:

1. Full Time Residency:
   - All Sloan Program students are required to enroll and to be resident on a full time basis (a minimum of 12 credits per semester). Petitions for reduced residency are not considered.

2. Degree Requirements:
   Requirements for the MHA degree are:
   - Satisfactory completion of sixty (60) credit hours of coursework fulfilling requirements for the MHA degree. A copy of the required two year curriculum is in your orientation binder (the curriculum is subject to change). Sloan core courses must be taken in the required sequence.
   - Four total credits (1 credit each semester) of PAM 5990 (Challenges & Trends). Credits for PAM 5990 do not count towards the 60 credit hours required for graduation from the Sloan Program. Credits for PAM 5990 must be earned on a pass/fail basis (these do not count toward a student’s total pass/fail limit).
   - Satisfactory completion of a summer internship between the first and second year of the program.
Requirements for 5-Year Bachelor/MHA degree:
All the requirements of the MHA apply to the Bachelor/MHA. In addition, the following special requirements apply to the Bachelor/MHA which warrant separate explanation for clarity.
- Admission to Sloan’s five-year (4+1) Bachelor/MHA program is limited to Cornell undergraduate students only in approved majors of study.
- Students must satisfactorily complete the same sixty (60) credit hours of coursework required for the MHA and the 1 credit per semester of PAM 5990 (4 credits total; 2 during your senior year and 2 as a graduate student) and the summer internship requirement.
- During the senior year the Bachelor/MHA student will take 1st year Sloan courses, which will be double counted, to satisfy both undergraduate requirements for the Bachelor degree at Cornell as well as graduate requirements. If the student’s academic progress is satisfactory, the student will be notified during the spring semester of the senior year that he or she has been formally accepted into the Graduate School to earn the MHA (the Graduate School requires an online application and a $95 application fee).

3. Student Advising & Progress to Degree:
Assignment of Advisor:
- You will be assigned a faculty Academic Advisor (“Committee Chair” on Graduate School forms) and a minor member for your Special Committee (Mike Lovenheim, Director of Graduate Studies). Your Advisor will provide ongoing advice and evaluation during the program and will be required to sign forms required by the Graduate School and Sloan Program.
- The student and their Advisor should meet during the first two weeks of each semester and additionally as needed to assure that the student’s course of study meets the goals of the program and the student.
- The student may change his/her advisor after consulting with the Director. Any change to the Special Faculty Committee requires the completion of a “Special Faculty Committee Selection and Change” form. All signatures are required. All completed forms are to be returned to Geysa Smiljanic, the PAM graduate field assistant in MVR 2250A.
- Note that while any faculty in the graduate field of PAM may serve as a Sloan student’s Advisor, faculty who currently teach or have taught courses in the Sloan curriculum may have greater knowledge of Sloan curriculum sequencing and requirements than faculty who have not recently taught Sloan courses. Therefore, if a student changes Advisor, s/he should be sure that their chosen committee members have adequate knowledge of and are comfortable with advising regarding the program requirements.

Progress to Degree Form (PTD):
- To monitor student progress, each student must complete a “Progress to Degree Form” (an Excel spreadsheet) at the start of each semester beginning the first semester in the program. Forms are due two (2) weeks after the start of the semester.
- The completed form (Excel spreadsheet) should include cumulative information on all courses in which the student is currently enrolled or has already completed that are counting toward the MHA degree (e.g., do not include PE classes).
• The form should be completed electronically, printed, reviewed and signed by the Advisor and then submitted to the Sloan Program Assistant, Mary Hoffbeck, both electronically as a .xls file (to mh679@cornell.edu) and in signed paper format (to MVR 3301E) by the end of the second week of the semester (all required forms are accessible on Blackboard). The PTD form will then be reviewed for accuracy by the Sloan Program Manager and signed by the Program Executive Director.

4. Academic Integrity:
• Absolute integrity is expected of every Cornell student in all academic undertakings. Integrity entails a firm adherence to a set of values; and the values most essential to an academic community are grounded in the concept of honesty with respect to the intellectual efforts of oneself and others.
• Academic integrity is expected not only in formal coursework situations, but in all University relationships and interactions connected to the educational process, including the use of University resources. A Cornell student's submission of work for academic credit indicates that the work is the student's own. All outside assistance should be acknowledged, and the student's academic position truthfully reported at all times. In addition, Cornell students have a right to expect academic integrity from each of their peers.
• Violations of the Cornell Code of Academic Integrity are subject to disciplinary action, which may include expulsion from the University.
• For further information regarding the Cornell Code of Academic Integrity see: http://cuinfo.cornell.edu/aic.cfm
• All students are required to read the Cornell Code of Academic Integrity and sign a form indicating you have read this document and intend to abide by it. This process will be completed during Sloan Program orientation prior to the first day of class as a condition for participating in the Sloan Program.

5. Evaluation of Academic Progress:
**Evaluation of academic progress is based on the following criteria:**
• Full time enrollment (a minimum of 12 credits per semester).
• Satisfactory progress in meeting Sloan degree requirements regarding required and elective courses and completing the summer internship.
• An overall GPA of 3.0 or greater, at all times, in all courses taken for a letter grade.
• A grade of B- or higher in all required Sloan courses except PAM 5951/5952 (grades of C+ and lower in required courses do not constitute satisfactory progress and may result in a student being required to retake a course or other related action).
• A grade of B or higher in PAM 5951/5952 Field Studies, the integrative “Capstone” project courses.
• For purposes of computing Sloan overall GPAs and evaluating academic progress, a grade of “W” in a required course is counted as an “F”.

**Failure to maintain satisfactory progress:**
In the event a student is deemed to be making less-than-satisfactory progress, the student will be notified in writing and required to meet with the Executive Director to discuss any relevant
circumstances and courses of action. After appropriate consultation, the Executive Director will provide a summary to the student’s Advisor. The Advisor and the Executive Director, in turn, will decide upon the appropriate course of action and the Executive Director will meet with the student. A notice of Academic Probation will be placed in the student’s file. A student may be expelled from the program for lack of satisfactory academic progress and/or inappropriate conduct.

6. **Summer Internship:**

- During the summer period between the first and second year of the program, students will acquire direct administrative experience working in a health care organization of their choice. The aim of the internship is to involve students in the organization, financing, and delivery of health care services. This ten-week, full-time (e.g., 400 hours), experience provides the opportunity for students to begin to integrate their first year coursework with practice in the field.

- **Locating an internship is the student’s responsibility.** The professional development process by which students identify and secure internships, combined with the actual internship experience, assists students in developing practical networking and interviewing skills, and guides them in focusing their professional interests. However, to support the student’s development of his/her internship plans, program staff are available for consultative guidance as students engage in activities such as resume preparation, resource identification, and networking; and may be able to provide input as the students undertake the process of identifying and negotiating internship possibilities. The Sloan Executives-in-Residence will also be available to consult with students regarding career interests and professional development.

- **In contacting organizations,** important first steps include learning about the kinds of internship opportunities they have available and determining if there are any **special requirements such as affiliation agreements** that may pose potential problems. If an organization requires an affiliation agreement for an internship, please obtain a copy and provide it to the program for review by the Cornell University Counsel as soon as possible. In some cases, an organization’s agreement may contain provisions that Cornell will not accept and an internship at that organization may not be feasible.

7. **Sloan Program Colloquium:**

- Participation in the Sloan Program Colloquium (PAM 5990 “Challenges and Trends in the Health Services Industry”) and an annual Intersession Field Trip are required. These activities provide opportunities for students to interact with health care managers and policy experts as well as faculty and researchers. PAM 5990 also includes the required Professional Development curriculum.

- To earn a satisfactory grade in PAM 5990 “Challenges and Trends in the Health Services Industry” students must:
  - Attend all required events (as noted in the PAM 5990 syllabus; excused absences may be granted on a special basis).
  - Attend annual Intersession Field Trip.
  - Wear appropriate professional attire and Sloan name badge to all colloquium-related events.
8. **Petition to Waive a Course:**

- Students may petition to waive a course based on previous academic course work. Waivers are granted only for course work taken prior to matriculating to Sloan. Waivers for core courses will not be granted for taking a course similar to a core course while enrolled in Sloan.
- In order to qualify for a waiver for a core course, a student must have taken a course or courses prior to coming to Sloan which covers the material in the course for which they are requesting a waiver and have received a grade of B or better.
- When circumstances arise which cause a student to petition for alternate ways to meet program requirements, the petition must be approved in writing by: i) the faculty member who teaches the petitioned course, ii) the Advisor, and iii) the Sloan Executive Director and is subject to final approval by the Director of Graduate Studies in PAM.
- Waiver petitions should be accompanied by documentation on the content of the course or courses on which the petition is based (a course syllabus) and evidence that a grade was received in the course of B or better (a copy of the transcript).
- Once the waiver form is completed by the Sloan Faculty Advisor it should be returned to Mary Hoffbeck, mh679@cornell.edu, MVR 3301E for final review and signature by the Sloan Executive Director. Students will be notified when final approval is given.
- Please note that if a waiver petition is approved, the result is that the specific petitioned course is “waived,” freeing those credits up for another advanced course in lieu of the waved course. A total of sixty (60) credits is still required for graduation. We do not accept credits that are earned somewhere else in lieu of credits earned at Cornell. No required course will be considered waived unless the above process is followed and all forms with required signatures are obtained and filed.

9. **Electives:**

- For an elective to count towards the 60 credits required for the MHA, it must be approved by your Advisor. Electives should be chosen to support the student’s career interests and may be taken within PAM, the College of Human Ecology, or from any other Cornell College or School.
- You must obtain your Advisor’s approval signature for each elective course listed on your Progress to Degree Form. No elective course will be considered as satisfying a Sloan requirement unless approval is obtained from the Advisor and all forms with required signatures are filed.
- No more than six of the required 60 credit hours can be taken in courses numbering 3000 or below.
- Students have the option to enroll in Cornell courses as non-Sloan electives that do not count toward the MHA degree requirements. These non-Sloan electives would be “extra” credits beyond the 60 credits required for graduation. For example, you are welcome to select from a number of outdoor education courses as electives, however they would not count as elective courses for the MHA.
- In planning their schedules, students should note that Practitioner Lead Intensive Course (PLICs) (i.e., PAM 5900) are regular academic courses with concomitant workloads and academic expectations and that these courses will be graded with the same academic rigor as regular courses. Instructors are asked to provide syllabi in advance and students are expected to come to class with their first day assignments completed.
10. **Independent Study**
- Students may enroll in an independent study under the supervision of a Sloan instructor for a maximum of 2 credits in a given semester. The expectation is the effort will be equivalent to a two-credit course.
- No more than a total of 3 credits of independent study can be counted towards the 60 credits required for graduation from the program.
- An independent study is not permitted unless an instructor has agreed to serve as a supervisor.
- To count towards elective credit, all independent studies must meet the following guidelines:
  - Be taken for a letter grade (no S/U accepted).
  - Require development of a formal written plan of work, approved in advance by the instructor.
  - Require submission of a final deliverable (written report, verbal report with slides, or similar) for evaluation by the instructor.
  - Receive approval as an elective by the student’s advisor and the Executive Director.
- Examples of acceptable independent studies may include working on a project with an external client and may involve a group project. If a group project is involved, a deliverable product for evaluation by the instructor needs to be provided with a basis for assessing performance of individual team members as well as the group.

11. **Grading for Sloan Courses:**
- All required courses must be taken for letter grades.
- No more than six (6) credits of electives can be taken on an S/U basis (this does not include required S/U credits for PAM 5990).
- A grade of S (satisfactory) is required for PAM 5990 each semester (4 credits).

12. **Policy on Final Exams (per University Policy):**
- Final exams are not scheduled until the closing date to add a course.
- Final exams must be given on scheduled dates.
- Giving final exams on the last day of class is strictly prohibited.
- Until exams are scheduled, students should plan to be available until the last day of the final exam period (see Cornell academic calendar) and should not make commitments that would prevent them from taking exams prior to this date. Conflicts with travel plans, intern start dates etc. are not acceptable excuses for requesting a makeup exam.

13. **Course Load Exceeding 22 Credits:**
- Enrolling in more than 22 credits in any semester must be approved in writing by the Advisor.

14. **Filing Degree Information online in Graduation Manager at the Graduate School:**
- Each graduating student must complete online information by the beginning of the spring semester of the second year. Go to [http://www.gradschool.cornell.edu/](http://www.gradschool.cornell.edu/), click on “Thesis and Dissertation,” then “Graduation Manager” and follow instructions. This step is a requirement of the Graduate School to graduate. See Geysa Smiljanic, your Graduate Field Assistant, if you have any questions.
Sloan Dress Code

*You only get one chance to make a good first impression. The clothes you wear are the first part of making a good impression so dress to impress! A business suit says you mean business and care about making a good first impression. Though it may make you feel overdressed a business suit is always appropriate.*

**Business Attire:** Suit or equivalent and appropriate shoes for both men and women, tie for men. “Conservative” business attire is a solid dark suit (black, charcoal, or navy) and a neutral colored shirt.

**Business Casual:** Slacks and collared shirt for men; dress or pants and blouse for women; appropriate shoes. No blue jeans, t-shirts, sweatshirts, gym shoes.

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Sloan Program Structure

Sloan Administrative Support Mary Hoffbeck
Mary is the best person to start with when you have a question. She provides administrative support to the program and handles a lot of the paperwork you will be asked to complete. If she cannot answer your questions she can direct you to the correct person.

Graduate Field Assistant Geysa Smiljanic
If you have questions about financial awards, course support positions, or graduation paperwork, please start with Geysa.

Program Manager Jessica MacDonald
Jessica is available to assist with professional development, resumes, cover letters, general questions and support. She will also review progress to degree forms and academic standing for students in the program.

Associate Director Julie Carmalt
Julie can assist with questions specifically about PAM 5990 (Sloan Colloquium Fall 2015) and Intersession. Julie also serves as the point of contact for prospective students and admissions.

Associate Director Brooke Hollis
Brooke can assist with questions about placement, internships, job opportunities as well as alumni connecting and mentoring. Please also note that your EIR’s are available for this as well.

Executive Director Tony German
Tony is responsible for overall operation of the Sloan Program and can assist with general program concerns/questions as well as general student concerns.

Research and Academic Director Sean Nicholson
Sean spearheads academic planning and curriculum development.